

AEDA

# Business Plan & Budget

FY 2025/26



Adelaide  
Economic  
Development  
Agency



CITY OF  
ADELAIDE

# Acknowledgment of Country

Adelaide Economic Development Agency tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako. Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

The Adelaide Economic Development Agency acknowledges that we are located on the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

# Contents

1. About AEDA	Objectives and Purpose	2
	The Board	3
	Structure and Funding of the Agency	4
	Economic Outlook	5
2. Data and Insights	State of the City Snapshot	6
3. Strategies and Actions	Overview	8
	Activate Rundle Mall and Precincts	10
	City Brand and Marketing	12
	Growing the Visitor Economy	14
	Investment and Business Growth	16
	Governance and Operations	18
Appendix 1	Budget Summary	20
Appendix 2	Rundle Mall Activations Calendar	22

# Adelaide Economic Development Agency

The Adelaide Economic Development Agency Charter identifies the objectives and purposes of the Agency as:

- To accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth.
- To promote the City of Adelaide as a destination and 'magnet city' to increase its visitation and use by residents, workers, visitors and the community.
- To position the Rundle Mall as the State's premier retail and commercial shopping precinct to sustain retail, business and economic viability.
- To ensure that the Agency operates within the terms of its Charter and the Council's Strategic Plan.

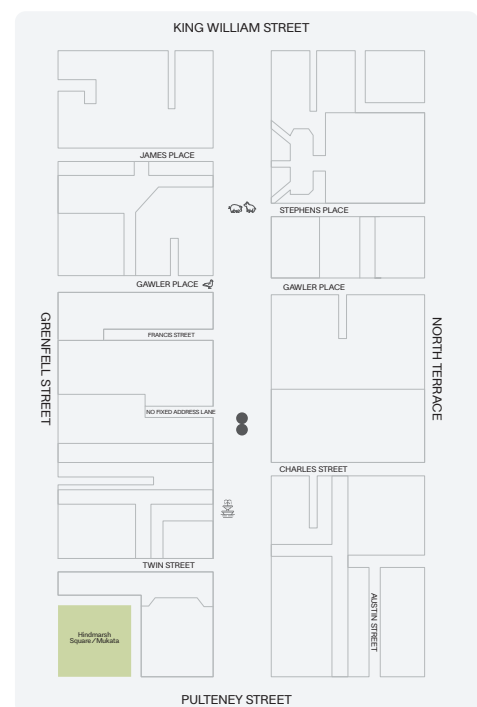
The AEDA Board adopted the *AEDA Strategic Plan FY 2024/25 – 2028/29* at its meeting in October 2024. The Plan articulates the approach the Agency will adopt in responding to its obligations under its Charter and the responsibilities assigned to it in the *City of Adelaide Strategic Plan* and *Economic Development Strategy*.

The Plan seeks to align, where possible, the measurements identified in the City of Adelaide's Strategic Plan and Economic Development Strategy to the goals of the Agency. To ensure alignment, this practice will continue to be applied to this business plan, noting many of the measures adopted by Council are significantly influenced by external factors and macroeconomic conditions.

This *Business Plan and Budget* identifies AEDA's priorities in 2025/26 and addresses the Agency's obligations under section 6.2 of the AEDA Charter to produce an annual business plan and budget for the ensuing financial year.



AEDA supports the economic growth in the city (postcodes 5000 and 5006).



Rundle Mall levy area.



# The Board

AEDA is a Section 42 Subsidiary under the *Local Government Act 1999 (SA)*, and in all things acts through the Board. The Board has responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the *Local Government Act 1999* and the AEDA Charter.

The AEDA Board oversees the business of the Agency. The skills-based Board includes expertise and experience across the hospitality, property development, placemaking, business development, investment, technology, events and tourism sectors. Council is represented on the Board by the Lord Mayor.

The work of the Board is supported by an Advisory Committee that provides a two-way mechanism for city businesses, mainstreet associations and other stakeholders to exchange information and raise matters that are within AEDA's functions and powers.



**Steve Maras**  
(Chair)



**Jim Kouts**  
(Deputy Chair)



**Dr Jane Lomax-Smith AM**  
(Lord Mayor)



**Jaimee Charlton**



**Denise von Wald**



**Emma Kardachi**



**James Black**



**Tim Last**



**Matt Poblocki**



# Structure and Funding of the Agency

The Agency consists of 34.6 FTEs led by a General Manager. Three senior staff members report to the General Manager with respective responsibilities for marketing and visitor economy, 'Rundle Mall' and business growth, investment attraction and event sponsorship.

AEDA is funded through an appropriation from the City of Adelaide, and from funds raised through the Rundle Mall Differential Separate Rate. The rate is levied by Council on ratable land in the Rundle Mall Precinct. Funds from the separate rate will be expended specifically and only to support the delivery of the marketing plan, actions and operation of the Rundle Mall Precinct and not the broader city.



# Economic Outlook

The *AEDA Strategic Plan FY 2024/25 – 2028/29* provides an overview of the city's economic performance and outlook as of October 2024. It noted:

- The city's rate of economic growth and increase in jobs has outpaced South Australia during the Covid recovery period.
- Significant construction activity has led to higher vacancy rates, despite decade high net absorption levels caused by firms moving into the city or expanding.
- Slowing of household spending, with Deloitte suggesting that private spending in South Australia will, in part, be constrained by relatively weak state population growth.
- Record numbers of international students, but the outlook is less certain. Since then commencements have declined in response to changing Australian Government policy.
- Strong recovery in visitor numbers keeping room occupancy levels at similar levels despite a significant increase in new hotel rooms, however, operators in the sector predict significant challenges in the near term.

Adelaide's economy is influenced and shaped by broader economic factors. Since the release of AEDA's strategic plan, the Reserve Bank of Australia released its Statement of Monetary Policy. In summary, the RBA suggests:

- The recovery in Australia's Gross Domestic Product (GDP) growth is expected to come a little later than previously forecast, but household spending is still expected to increase as real incomes rise in response to tax cuts and easing inflation.
- Growth in Australia's major trading partners is expected to be moderate, but the bank revised and increased its 2025 forecast after an economic stimulus package was announced in China.
- Labour market conditions are tight and are expected to continue to ease gradually.
- Inflation is expected to return to the 2-3 per cent target range in 2025.

Although the outlook for 2025-26 is uncertain, this business plan is framed within the following context:

- The sectors within the city that have comparative strengths such as healthcare, professional services, technology and public administration will underpin demand for commercial space, pushing down Adelaide's overall vacancy rates (although still elevated compared to the long term average).
- The creation of Adelaide University will have flow-on opportunities relating to increased research activity and a greater focus on commercialization.
- Headwinds for the retail sector, coupled with cost of living pressures, continued growth in online shopping and the opening of Burnside Shopping Centre's expansion within Rundle Mall's primary catchment area.
- Continued high levels of construction activity headlined by the new Women's and Children's Hospital, Lot Fourteen's Innovation Centre and the Central Market Arcade Development.
- Slowing population growth and restrictive visa policies could limit workforce expansion, with broader implications for economic activity and consumption. However the new Adelaide University and the further development of Lot Fourteen provide a unique platform to attract international students and researchers, fostering a pipeline of skilled workers.
- Although there has been very good post-Covid recovery in visitor expenditure with metropolitan Adelaide now capturing nearly 60 per cent, of State tourism spend, there is expected to be a plateauing of consumer spend.



# State of the City Snapshot

<i>Gross Regional Product</i>	<div>Total Growth as of 2022/23 YE June</div> <div>\$23.9bn</div>	<div>5.7%</div> <div>Annual Growth</div> <div>Higher growth rate than State economy</div> <div>Source: National Institute of Economic and Industry Research. Compiled and presented in economy.id by .id (informed decisions)</div>
<i>Consumer Expenditure</i>	<div>Total Growth as of 2024 YE December</div> <div>\$4.18bn</div>	<div>4.6%</div> <div>Annual Growth</div> <div>Source: Spendmapp by Geografia</div>
<i>Registered Businesses</i>	<div>Total Growth as of 2024 YE December</div> <div>12,717</div>	<div>1.25%</div> <div>Annual Growth</div> <div>157 more businesses than 2023</div> <div>Source: Australian Bureau of Statistics</div>
<i>Workforce</i>	<div>Total Growth as of 2023 YE June</div> <div>169,940</div>	<div>7.2%</div> <div>Annual Growth</div> <div>National Institute of Economic and Industry Research. Compiled and presented in economy.id by .id.</div>
<i>Residential Population</i>	<div>Est. Resident Population as of 2022/23 YE June</div> <div>27,901</div>	<div>Source: Australian Bureau of Statistics</div>
<i>International Students</i>	<div>Enrolments State-wide as of September 2024</div> <div>55,340</div>	<div>29,477</div> <div>Commencements</div> <div>Source: StudyAdelaide</div>



Office  
Vacancy Rates

As of January 2025

16.4%

Down from 19.3 per cent in January 2024  
Total stock (sq m): 1,570,376  
Total occupied: 1,312,932  
Net absorption (sq m): 51,647 (past 12 months)  
Net absorption (sq m): 22,606 (past 6 months)

Source: Property Council of Australia

Residential  
Vacancy Rates

As of January 2025

0.9%

Historic low (10-year low)

Source: SQM

Main-street  
Shop Vacancy

as of Q1 2025 or January 2025

9.9%

Fallen from 13.5 per cent in Q1 2024 or January 2025

Source: City of Adelaide

Despite a continued increase in the supply of hotel rooms, the number of nights booked with city accommodation providers has exceeded levels seen in previous years  
Source: STR

Change in room supply

4%

Change in room demand

7%

Hotel  
Occupancy  
Rates



Hotel rooms in city end of 2023 (7,395)

Hotel rooms in city end of 2024 (7,687)



Hotel rooms ave. monthly demand 2023 (151,480)

Hotel rooms ave. monthly demand 2024 (162,206)

# Strategies and Actions

The *AEDA Strategic Plan FY 2024/25 - 2028/29* proposes that in line with Council's priorities, the Agency will increase emphasis on:

- Increased marketing and promotion of the city with a consistent brand that underpins AEDA's marketing activities, supporting investment, and visitor attraction (linked to Goal Two of Council's Economic Development Strategy).
- Continuation of support for events and festivals, identifying new tourism products and experiences that provide a reason for people to come to Adelaide and extend their stay, as well as increased promotion to intrastate markets and working with others to highlight Adelaide interstate (linked to Goal Two of Council's Economic Development Strategy).
- Enhancing Adelaide as a centre for education and collaboration (linked to Goal Three of Council's Economic Development Strategy), employing more people, and developing a more targeted and proactive investment attraction.
- Developing Rundle Mall as South Australia's premier retail destination (through new activations), a refresh of marketing activity, brand attraction and laneway activation.

Collectively, these interventions, in addition to business-as-usual activities, will assist Council to progress towards its Strategic Plan aspirations of increasing foot traffic across the city, increasing spend in the city, increasing the number of jobs and delivering marketing and promotion strategies to share Adelaide's attributes.









# Activate Rundle Mall and Precincts

Rundle Mall, the State's premier retail and commercial shopping precinct, energises city life and enriches the Adelaide experience.

AEDA Strategic Plan Goal	2025/26 Proposed Actions
1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.	<ol style="list-style-type: none"> <li>1. Refine the Rundle Mall brand and launch a new brand campaign focused on the core strategy of "Shop, Explore, and Experience".</li> </ol> <p>Other key actions include:</p> <ul style="list-style-type: none"> <li>• Delivering targeted marketing activities aligned with the "Shop, Explore, and Experience" strategy.</li> <li>• Implementing an events and festivals strategy that reinforces Rundle Mall's brand positioning, reflects the vision to "Energise Adelaide's City Life", and supports the goal to "Enrich the City's Economy."</li> <li>• Create initiatives that elevate brand positioning, enhance market competitiveness, and promote Rundle Mall as the state's leading experience-driven retail, dining, and entertainment precinct.</li> </ul> <ol style="list-style-type: none"> <li>2. Create and commence the delivery of a new Rundle Mall Christmas Strategy aligned with the Rundle Mall vision and brand, complementing the City of Adelaide and Adelaide Central Market Authority Christmas strategies.</li> <li>3. Extend Rundle Mall's activity beyond standard shopping hours by delivering activations in dining hotspots like James Place, hosting night markets in the Mall, and by promoting extended trading campaigns during key events such as festival season, AFL Gather Round, and other exclusive CBD events and festivals.</li> <li>4. Deliver the City Sounds live music program.</li> <li>5. Commence planning for the Rundle Mall 50th anniversary celebrations.</li> </ol>
2. Rundle Mall evolves and regenerates with new capital investment.	<ol style="list-style-type: none"> <li>1. Grow the appeal of Rundle Mall's outdoor experience by advocating for new artistic installations, lighting, and shading/greening initiatives.</li> <li>2. Advocate for the City of Adelaide to prioritise and progress completion of its Rundle Mall laneway strategy following the Charles Street and James Place projects, while supporting business continuity through targeted marketing activities throughout construction periods.</li> </ol>
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.	<ol style="list-style-type: none"> <li>1. Forge brand partnerships and implement targeted PR and marketing initiatives to elevate the Rundle Mall experience, enhance its brand identity, and attract new tenants.</li> <li>2. Manage a Rundle Mall Concession and Commercial Management Program that reinforces the Mall's brand and place positioning while optimising revenue to fund other marketing, events, and activations.</li> </ol>
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.	<ol style="list-style-type: none"> <li>1. Leverage South Australia's events calendar, including the Fringe Festival, Adelaide Festival, WOMAD, SALA, Tasting Australia and Illuminate Adelaide, to enhance Rundle Mall's music, food, wine, arts, and cultural offerings. AEDA will support creative industries, including fashion, artisan producers, and makers, to deliver unique experiences and boost business profitability.</li> <li>2. Deliver ADL Fashion Week.</li> <li>3. Continue to support precinct-level activity through the Mainstreet Development Program.</li> </ol>



## 2025/26 Operational Measures

Total expenditure in Rundle Mall grows by at least three per cent.

Engage with at least eight new brands to promote Rundle Mall as a premium location to grow their business.

Rundle Mall visitation remains above 52 million.

## AEDA Strategic Plan Measures

Increase in spending across the city.

*CoA Strategic Plan*

\$150 million of capital investment committed to in the Precinct.

*AEDA KPI*

3 new major brand partnerships.

Concession income exceeds budget.

Improvement to Rundle Mall Business Sentiment.

*AEDA KPI*

ADL Fashion Week delivered.

Increase foot traffic in key and emerging precinct year on year by 1.5 per cent.

*CoA Economic Development Strategy*

# City Brand and Marketing

The voice of the city to consumers through Experience Adelaide and to businesses as the Adelaide Economic Development Agency.

AEDA Strategic Plan Goal	2025/26 Proposed Actions
1. The Adelaide brand clearly articulates what makes our city distinctive and this brand position underpins all AEDA's marketing activity.	<ol style="list-style-type: none"> <li>1. Create a consistent Adelaide brand identity that links all destination marketing and is consistent with the State brand.</li> <li>2. Work with precincts to boost their identity and find ways to ensure local area marketing and branding initiatives are developed and executed in a way that links to the overall city brand.</li> </ol>
2. City stakeholders actively participate in marketing campaigns.	<ol style="list-style-type: none"> <li>1. Regular programmed engagement with stakeholders on latest marketing activity results, and upcoming plans so they can participate and support where relevant.</li> <li>2. Develop a mechanism for city businesses to buy into co-operative campaigns to increase reach and awareness of the city, and increase booking revenue (in addition to business-as-usual promotion).</li> </ol>
3. Visitors to Adelaide and residents can easily discover what's on across the city.	<ol style="list-style-type: none"> <li>1. Deliver marketing campaigns that result in increased visitation by families, children and young adults, reinforcing the City's reputation as a retail, cultural, activity and entertainment centre.</li> <li>2. Distribute weekly Experience Adelaide newsletter to its database of 144,000 subscribers.</li> </ol>
4. Knowledge of Adelaide as a place to invest and grow a business is increased.	<ol style="list-style-type: none"> <li>1. Provide prospective investors or firms, across key sectors, information about the strengths of Adelaide as an investment destination.</li> </ol>
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.	<ol style="list-style-type: none"> <li>1. Run business events that provide insights into Adelaide's economy, stimulate thinking about opportunities and enable businesses to use the information provided to inform their decision making.</li> <li>2. Leverage the skills, networks and independence of the AEDA Board to expand the reach and impact of AEDA.</li> </ol>



## 2025/26 Operational Measures

Brand identity created.

At least two co-operative campaigns delivered.

Increase Experience Adelaide newsletter metrics to 36 per cent + open rate and 1.9 per cent click through rate.

Provide at least three industry briefing events.

## AEDA Strategic Plan Measures

Increase in the brand health metric for Adelaide as a destination to visit to 7.5/10.

AEDA KPI

Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities.

CoA Strategic Plan

Increase in foot traffic in key and emerging precincts annually in line with the Council's *Economic Development Strategy*.

CoA Strategic Plan

An increase in the number of new business and investment into the city.

CoA Strategic Plan

Improvement to AEDA Brand Sentiment.

AEDA KPI



# Growing the Visitor Economy

Visitors have an enjoyable, vibrant and dynamic city experience so they return again and become advocates for Adelaide as a great place to visit.

AEDA Strategic Plan Goal	2025/26 Proposed Actions
1. Adelaide is viewed as an increasingly desirable place to visit.	<ol style="list-style-type: none"> <li>1. Encourage investment in new and expanded tourism products and experiences, providing new reasons that attract a diverse range of national and international visitors.</li> <li>2. Ensure the Experience Adelaide website, e-marketing and social media channels provide equitable promotion of each content pillar (Attractions &amp; Experiences, What's On, Eat &amp; Drink, Trip Planning, Shopping), and each city neighborhood.</li> <li>3. Expand destination marketing to new audiences.</li> </ol>
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.	<ol style="list-style-type: none"> <li>1. Support delivery of events and festivals through the Events and Festivals Sponsorship Program.</li> <li>2. Continue support for Business Events Adelaide to stimulate economic impact including mid week demand for accommodation.</li> <li>3. Work with institutions and operators along North Terrace to develop and market the precinct as a highly desirable visitor experience.</li> <li>4. Support and build the capability of city businesses to develop new commissionable products and experiences.</li> </ol>
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.	<ol style="list-style-type: none"> <li>1. Open a contemporary visitor experience centre supported by technology that enhances pre-trip planning, wayfinding while in the city and connection with products and experiences.</li> <li>2. Enhance online information about events and activities occurring in Adelaide.</li> <li>3. Develop product knowledge of staff and volunteers so the information they provide through AEDA's visitor services is relevant and up to date.</li> <li>4. Provide services such as the Adelaide Greeters, Town Hall Tours and cruise welcoming programs.</li> </ol>
4. AEDA plays a pivotal role as a connector and central point for the visitor economy.	<ol style="list-style-type: none"> <li>1. Work with the SATC and metropolitan councils to develop a Destination Management Plan for the Greater Adelaide region.</li> <li>2. Deliver visitor economy information that provides insights to tourism operators and potential investors via face to face forums, monthly e-news and customised data.</li> </ol>



## 2025/26 Operational Measures

## AEDA Strategic Plan Measures

Increase the number of people who visit the city annually to 2.5 million by 2028 through local, interstate and international visitation.

*CoA Economic Development Strategy*

At least 30 events and festivals supported through sponsorship.

Maintain value of business event delegates.

Work with existing firms and new entrants to develop at least 10 bookable experiences.

An enhanced year-round event calendar, with experiences found throughout the city.

Grow as Australia's Festival Capital.

Grow the number and scale of business events hosted each year.

Grow the number of 4 and 5-star, and boutique hotel beds, to support international visitors.

Increase the number of airport arrivals and demand for city accommodation compared to 2023.

*CoA Economic Development Strategy*

Visitor Experience Centre opened.

At least 45,000 people provided with information through AEDA's visitor information services.

Invest in Adelaide Visitor Information Centre tourism assets to increase visitation and improve visitor experience.

*CoA Economic Development Strategy*

Destination Management Plan completed

Deliver economic data and insights to our business community.

*CoA Strategic Plan*

# Investment and Business Growth

An environment that attracts investment, supports emerging businesses and existing businesses to grow and increases the city's population.

AEDA Strategic Plan Goal	2025/26 Proposed Actions
1. Growth in industry sectors that build on and extend the City's economic strengths.	<ol style="list-style-type: none"> <li>Identify and target companies with the potential to establish, or grow, a city presence by: <ul style="list-style-type: none"> <li>Collaborating with state government on initiatives to attract inbound investment.</li> <li>Delivering initiatives for sectors including health and technology (VFX, Gaming, FinTech, AI, Climate-Tech) by working with innovation hubs and research institutions.</li> <li>Directly targeting firms in industries that are large occupiers of commercial office space that can either expand or relocate into the city (business/professional/financial services).</li> <li>Working with city-based firms to support their growth.</li> <li>Proactively seek new investment opportunities including housing, retail brands, technology, tourism and professional services.</li> <li>Assisting companies with their due diligence on investing in the city by providing data, information and customised property searches.</li> </ul> </li> <li>Work with institutional investors and developers to identify opportunities to increase the residential product mix in the City.</li> </ol>
2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.	<ol style="list-style-type: none"> <li>Support and promote precinct level activity to increase visitation and spend across the City of Adelaide.</li> <li>Continue to invest in a program of events, festivals, activities and marketing that increase the number of people coming into the city, thereby increasing demand for retail and hospitality sectors.</li> <li>Continue funding for Renew Adelaide to activate vacant shopfronts.</li> </ol>
3. Businesses are supported to grow.	<ol style="list-style-type: none"> <li>Build on arrangements with organisations funded through the Strategic Partnerships Program to increase the number of students, increase and capitalise on business events, support a culture of entrepreneurship, activate vacant shopfronts and commercial spaces, enhance Adelaide's festival sector, and foster business growth.</li> <li>Support emerging and small businesses to scale through initiatives that support business growth.</li> </ol>
4. Data and insights deliver useful information to City businesses and prospective investors.	<ol style="list-style-type: none"> <li>Design and deliver industry briefings regarding city data and trending topics of value to city businesses.</li> <li>Disseminate key and timely data and insights to stakeholders.</li> </ol>
5. Adelaide's reputation as a centre for health and education is strengthened.	<ol style="list-style-type: none"> <li>Work with the biomedical sector to identify and progress opportunities.</li> <li>Work with innovation places to increase the value proposition that Adelaide provides for entrepreneurs, the creative sector and technology-based businesses.</li> <li>Progress activity with entities including Lot Fourteen, Biomed City, the higher education sector and other organisations to enhance the City's capital city and central business district role.</li> </ol>

## 2025/26 Operational Measures

Work with at least 75 inbound/expanding companies, with an aim to identify an additional 2,000 new city-based jobs.

Work with Council and the development sector to facilitate/support an additional three residential developments in the city.

## AEDA Strategic Plan Measures

Increase city contribution to Gross State Product.

Grow the proportion of workers in emerging industry sectors.

Increase the number of new businesses and investment in the city.

*CoA Economic Development Strategy*

Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.

*CoA Economic Development Strategy*

Provide/support at least 8 programs to support emerging industries and the scaling up of businesses.

Increase the size and number of city-based medium-sized businesses.

Scaling-up of microbusinesses to small and medium enterprises.

Growth by upscaling micro, small and medium enterprises into larger businesses.

*CoA Economic Development Strategy*

Increase the number of users of the data and insights component of the AEDA website.

Deliver economic data and insights to our business community.

*CoA Strategic Plan*

A city which leads in innovation and research through our world-class universities and ecosystems of innovation, entrepreneurship, creative and high-technology sectors.

*CoA Economic Development Strategy*

# Governance and Operations

AEDA Strategic Plan Goal	2025/26 Proposed Actions
1. Effective and transparent governance, reporting and processes.	<ol style="list-style-type: none"> <li>1. Identify opportunities to streamline the Board and Advisory Committee selection processes.</li> <li>2. Develop a reporting process that aligns with the <i>AEDA Strategic Plan 2024/25-2028/29</i>, which has been adopted by the Board.</li> <li>3. Include a risk and emerging challenges section in the General Manager's report to each Board meeting.</li> <li>4. Identify opportunities on which to seek the input of the Advisory Committee.</li> <li>5. Clearly differentiate agenda items for which a decision is sought from the Board and those that are being workshopped to gain early Board input.</li> <li>6. Board members to identify opportunities to utilize their networks to progress the objects of the Agency.</li> </ol>
2. Establish an approach to funding that supports multi-year forward planning.	<ol style="list-style-type: none"> <li>1. Work with the City of Adelaide to identify, implement and secure multi-year funding mechanisms to enable forward planning and timely and effective responses to emerging issues and opportunities.</li> </ol>
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.	<ol style="list-style-type: none"> <li>1. Ensure staff can develop their professional expertise and careers by ensuring AEDA's programs are impactful, contemporary and based on leading practices.</li> <li>2. Identify opportunities to raise AEDA's profile through speaking and sponsorship opportunities at relevant industry events.</li> <li>3. Identify ways to better recognize the contribution volunteers make to AEDA and the City.</li> </ol>
4. AEDA is a prime economic development agency that effectively partners with the private sector, government and not for profit organisations to grow Adelaide's economy.	<ol style="list-style-type: none"> <li>1. Work with industry groups and key business leaders to develop programs of activity that deliver mutual benefits.</li> <li>2. Promote AEDA Board and Advisory Committee knowledge and networks to Council to progress shared goals, advocacy and initiatives.</li> <li>3. Keep abreast of the directions and activities of Adelaide Central Market Authority (ACMA) and Kadaltilla/ Adelaide Park Lands Authority, providing input and collaboration where AEDA can add value.</li> <li>4. Collaborate with the State Government on opportunities to enhance economic growth in the City.</li> </ol>
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.	<ol style="list-style-type: none"> <li>1. Develop improved mechanisms to ensure the needs of all businesses, including small business, are considered in the development and implementation of AEDA's programs.</li> <li>2. Undertake periodic scans of the on-ground business environment, capturing small and large businesses, a spread of industry sectors and government agencies to stay across of emerging issues and opportunities.</li> </ol>



## 2025/26 Operational Measures

Opportunities and issues identified in the Board's annual governance review are addressed.

## AEDA Strategic Plan Measures

Opportunities and issues are identified in annual governance review and are addressed.

AEDA KPI

An approach to funding that supports multi-year planning is applied.

An approach to funding that supports multi-year planning is applied.

AEDA KPI

City of Adelaide Culture Survey results.

AEDA KPI

Delivery of Agency priorities through Strategic Partnerships.

AEDA KPI

Regular information on qualitative and quantitative business needs and opportunities are provided to the Board.

AEDA KPI

# Appendix 1.

## Budget Summary

AEDA Income Summary	2024/25 Q2 Budget	2025/26 Proposed Budget
<b>\$000's</b>		
Contribution from City of Adelaide – Operating Budget	\$8,039	\$9,429
Strategic Project Funding	\$733	\$525
Rundle Mall Levy	\$4,017	\$4,138
Rundle Mall Supplementary Revenue	\$380	\$380
Visitor Experience Centre	\$19	\$10
Other Revenue	-	-
<b>Total income</b>	<b>\$13,188</b>	<b>\$14,482</b>
<b>AEDA Expenditure Summary</b>	<b>2024/25 Q2 Budget</b>	<b>2025/26 Proposed Budget</b>
<b>\$000's</b>		
Business, Investment and Residential Growth	\$2,941	\$3,792
Visitor Growth	\$3,748	\$3,321
Brand and Marketing	\$2,108	\$2,326
Rundle Mall Marketing and Activations	\$2,466	\$2,605
Rundle Mall Admin   Operations	\$1,925	\$1,913
Strategic Projects	(accounted in above)	\$525
<b>Total Expenditure</b>	<b>\$13,188</b>	<b>\$14,482</b>
<b>Strategic Projects</b>	<b>2024/25 Q2 Budget</b>	<b>2025/26 Proposed Budget</b>
<b>\$000's</b>		
Addressing Tourism Product Gaps	\$133	\$150
Commercial Events Fund	\$500	\$0
Rundle Mall Live Music Program	\$100	\$100
SATC Partner Marketing - Winter Focus	-	\$75
City Brand Development	-	\$100
Investment Attraction Program	-	\$100
<b>Total Strategic Projects</b>	<b>\$733</b>	<b>\$525</b>

<b>Rundle Mall Finance Summary</b>	<b>2024/25 Q2 Budget</b>	<b>2025/26 Draft Budget</b>
<b>\$000's</b>		
Rundle Mall Levy Income	-\$4,017	-\$4,138
Rundle Mall Supplementary Revenue	-\$380	-\$380
Admin   Operations Expenditure	\$1,925	\$1,912
Marketing   Activations	\$2,466	\$2,606
<b>Rundle Mall Admin   Operations Expenditure</b>	<b>2024/25 Q2 Budget</b>	<b>2025/26 Draft Budget</b>
<b>\$000's</b>		
Security Retainer	\$308	\$318
Employee Costs	\$1,276	\$1,315
Business & Investment Support	\$149	\$90
Utilities, Storage Rent, Licences, Insurance, Depreciation	\$191	\$189
<b>Total Expenditure</b>	<b>\$1,925</b>	<b>\$1,912</b>
<b>Rundle Mall Marketing   Activations Expenditure</b>	<b>2024/25 Q2 Budget</b>	<b>2025/26 Draft Budget</b>
<b>\$000's</b>		
Major Events & Activations (e.g. Christmas and ADL Fashion Week)	\$1,680	\$2,087
Marketing Services	\$519	\$415
Rundle Mall Assets Branding	\$70	\$77
Research & Insights	\$65	\$12
Placemaking & Vibrancy Opportunities	\$111	\$0
Other Expenditure	\$21	\$15
<b>Total Strategic Projects</b>	<b>\$2,466</b>	<b>\$2,606</b>

# Appendix 2.

## Rundle Mall Activations Calendar

Month	Activity – Events, Activations & Promotions	
July 2025	<ul style="list-style-type: none"> <li>• Brand campaign (cont.)</li> <li>• Winter in Rundle Mall (cont.)</li> <li>• NAIDOC Week</li> <li>• British &amp; Irish Lions vs Aust/NZ Invitational XV</li> <li>• Retailer support campaign</li> </ul>	
August 2025	<ul style="list-style-type: none"> <li>• Brand campaign (cont.)</li> <li>• Winter in Rundle Mall (cont.)</li> <li>• Daffodil Day</li> <li>• Gathered Market in the Mall</li> <li>• Retailer support campaign</li> </ul>	
September 2025	<ul style="list-style-type: none"> <li>• Spring fashion launch campaign in Rundle Mall</li> <li>• Father's Day retail support</li> <li>• FruChoc Appreciation Day activations</li> <li>• Gathered Market in the Mall</li> <li>• Retailer support campaign</li> </ul>	
October 2025	<ul style="list-style-type: none"> <li>• Spring fashion in Rundle Mall (cont.)</li> <li>• ADL Fashion Week event support</li> <li>• October long weekend trading hours support</li> <li>• School holidays</li> <li>• Retailer support campaign</li> </ul>	
November & December 2025	<ul style="list-style-type: none"> <li>• Christmas decorations</li> <li>• Black Friday weekend (Friday 28 November) activations</li> <li>• Gathered Market in the Mall November x1</li> <li>• Gathered Christmas Market in the Mall December x2</li> <li>• Choirs and music performances</li> <li>• Activations to support extended trading hours</li> <li>• Vibrancy in the Mall in the lead-up to Christmas</li> <li>• Boxing Day event and activations to launch sales in the city</li> <li>• School holidays</li> <li>• Retailer support campaign</li> </ul>	



Month	Activity – Events, Activations & Promotions
January 2026	<ul style="list-style-type: none"> <li>• Brand campaign (to support a successful Christmas campaign)</li> <li>• Retailer support for January sales</li> <li>• School holidays</li> <li>• Australia Day support for exclusive trading hours</li> <li>• Retailer support campaign</li> </ul>
February 2026	<ul style="list-style-type: none"> <li>• Lunar New Year activations</li> <li>• Valentine's Day retail support</li> <li>• LIV Golf player signing &amp; activations</li> <li>• MallFest to support Fringe and Adelaide Festival</li> <li>• Retailer support campaign</li> </ul>
March 2026	<ul style="list-style-type: none"> <li>• MallFest activity (cont.)</li> <li>• Long weekend trading hours support</li> <li>• Retailer support campaign</li> </ul>
April 2026	<ul style="list-style-type: none"> <li>• Brand campaign</li> <li>• AFL Gather Round</li> <li>• Easter (Friday 3 to Monday 6 April)</li> <li>• ANZAC Day trading hours support</li> <li>• Retailer support campaign</li> </ul>
May 2026	<ul style="list-style-type: none"> <li>• Brand campaign (cont.)</li> <li>• Food &amp; wine activation</li> <li>• Mother's Day retail support</li> <li>• Retailer support campaign</li> </ul>
June 2026	<ul style="list-style-type: none"> <li>• Brand campaign (cont.)</li> <li>• Winter in Rundle Mall</li> <li>• Retailer support for June sales</li> <li>• King's Birthday public holiday trading hours support</li> <li>• Gathered Market in the Mall</li> <li>• Retailer support campaign</li> </ul>



*\*Please note that this table is contingent upon the completion of the Rundle Mall Marketing and Events Strategy, which is expected by mid-March. The table will be updated accordingly and prior to formal endorsement in June 2025.*

